**Module 7**

**Problem Solving**

**Delegate Workbook**

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**Module 7**

**Problem Solving**

**Module Objectives**

On completion, you will understand:

* What VUCA means and how it impacts your workplace
* Divergent thinking and how it differs to convergent thinking
* How to apply creative thinking techniques to aid problem solving
* Different thinking styles and how to maximise your own effectiveness
* How to creatively explore solutions from different perspectives
* How to set yourself a positively focused well-formed outcome

**Topics covered:**

* The VUCA world
* Divergent and convergent thinking
* Creative problem-solving techniques and models
* The 6 thinking hats
* Well-formed outcomes

**Module 7**

**Problem Solving**

1. **The VUCA world**

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**1.1 What is VUCA?**

*Make your own notes on the key points*

|  |  |
| --- | --- |
| **Volatility** |  |
| **Uncertainty** |  |
| **Complexity** |  |
| **Ambiguity** |  |

To thrive in a VUCA world we need to develop our curiosity, expand our growth mindset (as discussed in Module 2) and ask open-ended questions to stimulate debate, invite differing views and fuel the imagination (see Module 4). If we listen to the answers with curiosity, we can develop a creative and agile edge to our problem-solving.

**Questions to consider and bring to your workshop:**

How do you recognise the above 4 VUCA areas in your world at work?

How much do they impact your capacity to solve problems?

What types of problems do you need to solve at work?

**2.0 Divergent and convergent thinking**

**2.1 Applying creative thinking to problem-solving**

**Watch the short clip and make your own notes:**

**2.2 Divergent and convergent thinking**

Divergent thinking is:

Convergent thinking is:

**Questions to consider - bring your responses to your workshop:**

Where do your personal strengths lie when you consider the two different thinking styles?

What would you like to develop to maximise your effectiveness?

**Watch the short video and make your own notes:**

**3.0 Creative problem solving**

**3.1 Creative problem-solving techniques**

|  |  |
| --- | --- |
| **Go for a walk** |  |
| **Creativity of constraints** |  |
| **Brainstorming** |  |
| **Preserving ambiguity** |  |
| **The hypothetical question** |  |
| **Mind mapping/**  **lateral thinking** |  |
| **Reframing** |  |
| **Envisaging something new** |  |
| **Role-play** |  |

**3.2 Creative problem-solving model**

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Clarify:

Ideate:

Develop:

Implement:

**3.3 6 thinking hats**

|  |  |
| --- | --- |
| **Top Hat with solid fillBlue hat** |  |
| **Top Hat with solid fillGreen hat** |  |
| **Top Hat with solid fillYellow hat** |  |
| **Top Hat with solid fillWhite hat** |  |
| **Top Hat with solid fillRed hat** |  |
| **Top Hat with solid fillBlack hat** |  |

**Questions to consider - bring your responses to your workshop:**

Which of the hats do you prefer and most naturally put on?

Which of the hats are you least likely to wear?

What about other members of your team?

**4.0 Well-formed outcomes**

**4.1 Outcome thinking**

Why use a well-formed outcome?

What is a well-formed outcome?

**4.2 Well-formed outcomes – PECSAW**

|  |  |
| --- | --- |
| **Positive** |  |
| **Evidence** |  |
| **Context** |  |
| **Self-achievable** |  |
| **Advantages / Disadvantages** |  |
| **Worthwhile** |  |

**4.3 Well-formed outcomes – alternative models**

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Your notes:

Here is an additional simplified model you could also utilise:

Timeline

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Your notes:

|  |
| --- |
| Now that you have a couple of models to choose from. You will probably find that one resonates more than the others.   * Think of an outcome that you would really like to achieve in order to continue the learning from your management development programme and make positive changes going forwards. * Select one of the models you would like to try out to ensure your outcome is 'well-formed', then work through the relevant stages.   Bring this to discuss in your workshop. |